



DEPARTMENT OF THE NAVY
NAVY PERSONNEL COMMAND
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-0000

1401
PERS-451F
27 May 05

From: Chief of Naval Personnel
To: RDML Harry B. Harris, USN,

Subj: PRECEPT CONVENING A SELECTION BOARD TO RECOMMEND OFFICERS
AS DEPARTMENT HEADS OF AVIATION OPERATIONAL SQUADRONS

Encl: (1) Board Membership
(2) Supplemental Guidance
(3) Aviation Department Head Opportunity Plan

1. Membership, Date, Location and Function

a. The selection board, consisting of you as president and the officers listed in enclosure (1), is ordered to convene at Navy Personnel Command, Millington, TN, at 0800 on 6 June 2005 or as soon as practicable thereafter. The function of the board is to recommend officers for selection as Department Heads of Operational Aviation Squadrons. The records and names of all eligible officers, determined as of the date the board convenes, will be furnished to the board.

b. The board will consist of a permanent panel and three rotating panels: Maritime, Rotary, and TACAIR. The Maritime Panel will consider the VP, VQ(P), and VQ(T) communities. The Rotary Panel will consider the HSL, HS, HC, and HM communities. The TACAIR Panel will consider the VFA, VAQ, VAW/VRC, and VS communities. The permanent panel is chartered to maintain consistent selection criteria across all communities while recommending those officers meeting the standard of "best and fully qualified."

c. The board shall proceed in accordance with guidance provided in enclosures (2) and (3), and any other guidance contained in this letter.

2. Authorized Selections

a. Screen Groups. The records of all eligible officers will receive two "looks" for Aviation Department Head. As promotion zones are no longer strictly aligned with year group, individuals are considered for Department Head in designated screen groups (SG) as set forth in the annual Promotion Zone Forecast message.

(1) The group of "in zone" officers receiving their first look for Aviation Department Head on the FY-05 Aviation Department Head Screen Board (ADHSB) are referred to as SG-96. SG-96 is comprised of those Aviation Unrestricted Line (URL) Officers selected for promotion to Lieutenant Commander by the

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FY-05 statutory board. SG boundaries can shift slightly each year due to changes in the promotion zone forecast. In order to preserve two "looks" for Department Head regardless of SG boundary movement, the FY-05 "in-zone" list of eligibles runs lineally from the senior eligible Lieutenant Commander not considered for Aviation Department Head on the FY-04 ADHSB down through and including precedence number 08778005.

Note 1: All officers "in-zone" for Lieutenant Commander on the FY-05 Lieutenant Commander Active URL Board who failed to select for promotion to Lieutenant Commander last year, will NOT be included in SG-96 for their first look on the FY 05 ADHSB. Officers will not be considered for Department Head until they have been selected for Lieutenant Commander.

(2) The group of "above zone" officers is composed of those eligible officers previously considered for Aviation Department Head by the FY-04 ADHSB, but not selected. This group is primarily comprised of officers in SG-95.

b. Definition of "Looks". Selection for Aviation Department Head occurs in the first two reviews of a screen group, or "looks." The first "look" occurs in the year following selection for promotion to Lieutenant Commander. The second "look" occurs in the year following the first "look."

c. Aviation Department Head Eligibility Criteria

(1) The following establishes the minimum qualifications for initial Aviation Department Head:

- (a) Be designated a Naval Aviation Officer
- (b) Be in screen groups 95 or 96
- (c) Promote to Lieutenant Commander or be selected for promotion to Lieutenant Commander as a member of screen group 95 or 96.

(d) Possess an outstanding performance record

(2) A candidate for Aviation Department Head must not:

- (a) Be a previous department head selectee
- (b) Have an approved resignation or retirement
- (c) Have declined consideration for department head or previously declined a department head tour.

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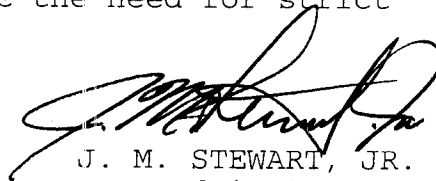
Note 1: Officers who have already been selected for lateral transfer to another community (including the Aviation Engineering Duty Officer (AEDO) and Full Time Support (FTS) communities) will not be considered for Aviation Department Head.

d. Aviation Department Head Opportunity Plan. The number of officers that may be recommended in each category is delineated in the Opportunity Plan (encl (3)). This plan establishes Fleet Department Head requirements by community. These numbers represent the maximum possible. Selection of these numbers is not mandatory if a sufficient number of fully qualified officers are not available. Officers shall be selected from the board report according to the confidence score earned by their record.

e. Eligible/No Quota (ENQ). In each screen group, there will be officers who are not selected because of limited quotas and whose records clearly meet selection criteria. The board should identify such officers to be annotated in the recorder's ledger. Those officers will be ranked in order of merit by the board, but will NOT be promulgated with the board report. Should the need arise for an additional officer to serve as a department head, an officer so identified in the ledger shall be considered qualified and detailed to fill the fleet requirement with no further screening action required.

f. Alternate Career Paths for 2 X DH non-selects. Due to limited slots and record retention, there will be competitive officers who fail to select for Aviation Department Head on their second and final look. In order provide an alternate path and, ideally, receive a return on aviation's investment in these officers, every above zone officer not selected for department head will have an alternate career path within the Naval Aviation Enterprise identified for them by PERS-43. Due consideration will be given to an individual's background (education, skill set, SUBSPECS, career time remaining) and the approved alternate career path will be documented and considered in subsequent details for that officer.

3. Confidentiality of Board Proceedings. Unless expressly authorized or required by the Deputy Chief of Naval Personnel or higher authority, neither you nor any member of the board or administrative staff may disclose the proceedings, deliberations, or recommendations of the selection board. All board members and administrative staff must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.



J. M. STEWART, JR.
Rear Admiral, U.S. Navy
Deputy Chief of Naval Personnel

BOARD MEMBERSHIP

President

RDML(Sel) Harry B. Harris, USN, 1320

Members

CAPT Paula H. Hinger, USN, 1310
CAPT Robert H. Rutherford, USN, 1310
CAPT William S. Personius, USN, 1310
CAPT Richard Heimerle, USN, 1320
CAPT Kevin E. O'Flaherty, USN, 1310
CAPT William L. Cone, Jr., USN, 1310
CAPT John McCandlish, USN, 1310
CAPT Rufus S. Abernethy III, USN, 1320
CAPT Victor G. Warriner, Jr., USN, 1310
CAPT John F. Hardison, USN, 1310
CAPT Dennis J. Sinnett, USN, 1310
CAPT Curtis S. Chesnutt, USN, 1310
CAPT Michael W. Hewitt, USN, 1320
CAPT(Sel) Michael L. Martin, USN, 1310
CAPT(Sel) Calvin H. Craig, USN, 1320
CAPT(Sel) Owen P. Honors, Jr., USN, 1310
CAPT(Sel) Michael S. White, USN, 1310
CAPT(Sel) Sean S. Buck, USN, 1320
CDR William P. Reavey, Jr., USN, 1320
CDR Dwight D. Shepherd, USN, 1320
CDR Stephen P. McInerney, USN, 1310
CDR Hamlin A. Ortiz-Marty, USN, 1320
CDR Kevin M. Kenney, USN, 1310
CDR Jeffrey L. Trent, USN, 1310

Head recorder

LCDR Kevin M. McGowan, USN, 1310

Assistant Recorders

CDR Jeffrey P. Marshall, USN, 1320
CDR Richard K. Wood II, USN, 1320
CDR Mark A. Joynt, USN, 1310
CDR Edwin M. Henderson, USN, 1320
CDR Gregory S. Pekari, USN, 1320
CDR William L. Ewald, USN, 1320
LCDR John J. Cummings, USN, 1310
LCDR Gregory M. Sheahan, USN, 1310
LCDR Dennis J. Warren, USN, 1310
LCDR Darryl L. Walker, USN, 1320
LCDR John V. Menoni, USN, 1310

LCDR Arthur M. Delacruz, USN,	1320
LCDR Michael S. Ruth, USN,	1310
LCDR Timothy C. Barkdoll, USN,	1320
LCDR Douglas J. Beaver, USN,	1320
LCDR Joseph F. Finn, USN,	1320
LCDR David P. Little, USN,	1310
LCDR Richard G. McGrath Jr., USN,	1310
LCDR Timothy F. Murphy Jr., USN,	1320
LCDR Jack P. Olive, USN,	1310
LCDR Robert E. Pauley, USN,	1320
LCDR Eric N. Pfister, USN,	1310
LCDR Scott E. Raupp, USN,	1310
LCDR Larry A. Sidbury, USN,	1310
LCDR Christopher M. Saindon, USN,	1310
LCDR Harry F. Statia, USN,	1325
LT Guy M. Snodgrass, USNR,	1315
LT Sean P. Loofbourrow, USN,	1320
LT Megan C. Osborne, USN,	1320
LT Holly A. Bidwell, USN,	1310
LT Michael Farnsworth, USN,	1310
LT William C. Morgan, USN,	1315
LT Matthew T. Pottenburgh, USN,	1320

Administrative Assistants

CAPT Donald P. Quinn, USN,	1320
CDR Kyle J. Cozad, USN,	1310
CDR James R. Beamish, USN,	
CDR David W. Bouve, USN,	1310
CDR Steven W. Knott, USN,	1310
CDR Kenneth R. Whitesell, USN,	1320
CDR Francis M Hughes III, USN,	1310
CDR Steven W. Holmes, USN,	1310
LCDR Lance G. Scott, USN,	1320
LCDR Curtis K. Phillips, USN,	1310
LT Christopher D. Carter, USN,	1310

SELECTION BOARD GUIDANCE

Appendix

Subject

- | | |
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| A | General Procedural Guidance <ul style="list-style-type: none">- Duties of the Board President- Board Proceedings- Marital Status- Area Tours- Adverse Information |
| B | Selection Standard and Skills Guidance <ul style="list-style-type: none">- Selection Standard- "Best Qualified" Standard- Innovation and Efficiency- Retention Effectiveness- Above Zone Opportunity |
| C | Equal Opportunity Guidance <ul style="list-style-type: none">- Addresses equitable consideration for all officers |
| D | Board Report <ul style="list-style-type: none">- Addresses content and routing of selection board report |
| E | Oaths <ul style="list-style-type: none">- Provides oaths for board members and support personnel |

APPENDIX - A

GENERAL PROCEDURAL GUIDANCE

1. **Duties of the Board President.** The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for selection those fully qualified officers that the majority finds best qualified to meet the needs of the Navy. The board president shall ensure that the board proceedings listed below are read to each board member, recorder, and administrative support person on the convening date of the board or on the date of assignment to the board, whichever is later.

2. **Board Proceedings.** The following directions concerning communications and information apply to all board proceedings:

a. Each of you (president, members, recorders, and administrative support personnel) is responsible to maintain the integrity and independence of this selection board, and to foster careful consideration, without prejudice or partiality, of all eligible officers.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that Navy Regulations preclude from consideration by a selection board. You are to base your recommendations on the material in each officer's military record, any information I have provided to the board and any information communicated to you by individual eligible officers under provisions I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible officers to the extent that such matters are not precluded in law or Service regulations from consideration by a selection board or inclusion in an officer's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under the provisions of Navy Regulations.

d. When discussing your own personal knowledge concerning the professional qualifications of eligible officers, the board is reminded that if personal remarks, based on a member's personal knowledge, could be considered adverse, the member cannot discuss his personal knowledge or evaluation unless such matter is contained in the officer's official record or other material placed before the board in compliance with the law and Service regulation. In addition, should an officer's record

reveal the removal of a fitness report, the member may not discuss his personal knowledge regarding the circumstances which resulted in the removal of the report.

e. I am the only person who may appear in person to address you on other than administrative matters. All communications with the board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of each board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. Before the report of the selection board is signed, the recommendations may be disclosed only to members of the board, recorders, and those administrative support personnel I have designated in writing. The names of the selectees will be released to the public after the board's report is approved. Until the names are released to the public, you may not discuss or disclose recommended selectees. Except as authorized by the Deputy Chief of Naval Personnel or higher authority, the proceedings/deliberations of the board may not be disclosed to any person not a board member, board recorder, or administrative support personnel.

g. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If a member or recorder believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she must request to be relieved by me from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. **Marital Status**. Selection boards are prohibited from considering the marital status of a member or the employment, education, or volunteer service of a spouse.

4. **Area Tours**. Repeated tours in a particular geographic location should not be considered negatively, provided the officer has progressed in billet complexity, professional development, and leadership responsibility.

5. **Adverse Information**

a. Just as you must consider positive performance, you must consider documented incidents of misconduct and substandard performance, which are included in an officer's official service record, in determining those officers who are best qualified for selection. Members must give careful consideration to each such

incident. For those eligible officers who are recommended for selection and who have received disciplinary action, or whose privileged information record (Fiche Five/EMPRS Field Code 17) contains matters relating to conduct or performance of duty, every board member shall review the information contained therein, personally, prior to the final board decision.

b. Faced with many well-qualified officers, there may be a tendency to simplify your task by summarily putting aside the folders of officers whose past records are less than perfect; however, to do this is to fall short of your obligation. A judgment of the whole person and the whole record is required to determine whose future potential will serve the Navy best. You may conclude that particular adverse information undermines an officer's ability to serve successfully in a position of increased authority and responsibility, despite an otherwise outstanding record. On the other hand, you may find that an officer's overall outstanding performance demonstrates such potential for future service that it outweighs the deficiency noted in the record. Some officers will have learned from their mistakes in ways that make them stronger; others will have strengths that outweigh relative weaknesses in their records.

c. Make the best, not simply the most obviously defensible, choices. By doing this, you will not only fulfill your obligation, you will also better serve the Navy.

APPENDIX - B

SELECTION STANDARD AND SKILLS GUIDANCE

1. **Selection Standard**. The board shall consider carefully, without prejudice or partiality, the record of every eligible officer. The officers selected will be those whom a majority of the members of the board consider best qualified, giving due consideration to the needs of the Navy for officers with particular skills. In addition to the standard of best qualified, each officer recommended must be fully qualified for selection; that is, each officer must be capable of performing the duties of a Aviation Department Head. The best and fully qualified standard shall be applied uniformly to all eligible officers whether below, in or above the promotion zone.
2. **"Best Qualified Standard"**. Navy policy regarding application of the "best qualified" standard is as follows: The needs of the Navy and the Joint Force dictate that our future leaders possess the qualities to excel as leaders and commanders in both service and joint operating environments. Proven excellence in leadership positions is the ultimate measure of the qualities required. Potential for command, is the ultimate test of fitness for selection. Officers may have also demonstrated leadership, skill, integrity, and resourcefulness in other difficult and challenging joint and in-service assignments.
3. **Innovation and Efficiency**. In your deliberations, give careful consideration to the fact that the needs of the Navy have changed over the years and will continue to change. Please be especially alert for officers who embrace innovation and efficiency to find new solutions to our most challenging problems. The Navy needs bold officers who are willing to think creatively, take well-calculated risks, develop new ideas, and maximize capabilities through sound management practices. Seek to select officers who have shown initiative in finding and pursuing the most effective ways of accomplishing our mission. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to change and to manage for efficiency. I note also, in this regard, that officers with the greatest capacity for innovation and management efficiency may have had some billets different from the norm. In the context of a changing Navy, the best-qualified officers may reflect a variety of backgrounds and proven record of accomplishments.
4. **Retention Effectiveness**. At each echelon, the role of Navy leadership is a crucial factor in our ability to effectively retain both the quantity and quality of personnel necessary to sustain a full and vital force. In view of these challenges, be particularly attentive to the officers whose records have demonstrated attributes of superior leadership, which, in turn, have fostered a command or workplace environment conducive to the improvement of personnel retention.

5. **Above Zone Opportunity.** The records of officers who are "in-zone" and "above-zone" will compete directly with each other in the same tank for Aviation Department Head. The records of "above-zone" officers will potentially be at least one or more tours longer than their "in-zone" counterparts and have the potential to look more attractive due to time onboard. In order to maintain a level playing field while applying same "best qualified standard" equally to all records, the records of "above-zone" officers will be identified with a stamp prior to record distribution to board membership. This procedure mirrors the one used on statutory selection boards. Every record is to be given equal review and consideration by the board. An "above-zone" officer's career timing for promotion to Commander and command should not diminish application of the "best qualified" standard.

APPENDIX - C

EQUAL OPPORTUNITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, creed, color, gender, or national origin. The Navy strives to maintain a professional working environment in which an individual's race, creed, color, gender, or national origin will not limit his or her professional opportunities. Accordingly, within this board's charter to determine those officers who are best and fully qualified, you must ensure that officers are not disadvantaged because of their race, creed, color, gender, or national origin.

2. Your evaluation of all officers must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no officer's promotion opportunity is disadvantaged by service utilization policies or practices. You should evaluate each officer's potential to assume the responsibilities of the next career milestone, the overriding factor being performance of assigned duties.

3. The Navy has assigned some officers outside of traditional career development patterns, e.g., institutional instructors, recruiting and equal opportunity billets. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. These assignments, though beneficial to the Navy, may have foreclosed to the officers so assigned opportunities available to other officers. Such assignment practices should not prejudice the selection of these officers. Successful performance of assigned duties is the key in measuring an officer's potential for selection. Accordingly, in determining the qualification for promotion of any officer who has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by an officer not affected by such policies or practices.

4. This guidance should not be interpreted as requiring or permitting preferential treatment of any officer or group of officers on the grounds of race, creed, color, gender, or national origin.

APPENDIX - D

BOARD REPORT

1. The record of the board's proceedings shall be compiled by the recorders and administrative support personnel. The written report of the board shall be signed by the board president, the board members, and board recorders. It shall contain the following:

a. All instructions, information, and guidance that were provided to the board.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept, and, as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each officer whose name was furnished to the board; and

(6) The officers recommended for selection are, in the opinion of the majority of the members of the board, fully qualified and best qualified to meet the needs of the Navy among those officers whose names were furnished to the board.

(7) You are aware that the names of the selectees will be released to the public after the board report is approved, and you know that you may not disclose recommended selectees until the names are released to the public; and

(8) You understand that, except as authorized by the Deputy Chief of Naval Personnel or higher authority, you may never disclose the proceedings and deliberations of the board to any person who is not a board member or board recorder.

c. The list of the officers recommended for selection as Department Heads in Aviation Operational Squadrons.

d. Precept.

- e. Such other lists as the board may deem necessary.
2. The report shall be forwarded for approval to the Deputy Chief of Naval Personnel.

APPENDIX - E

OATHS

1. The following oath or affirmation shall be administered to the recorder and assistant recorders by the president of the board:

"Do you, and each of you, do solemnly swear (or affirm) you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Personnel or higher authority. So help you God."

The following oath or affirmation shall then be administered by the recorder to the members of the board:

"Do you, and each of you, do solemnly swear (or affirm) you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of officers and the efficiency of the Naval service, and you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Personnel or higher authority. So help you God."

The following oath or affirmation shall then be administered by the recorder to the administrative and other support personnel:

"Do you, and each of you, do solemnly swear (or affirm) you will not divulge the proceedings of this board except as authorized or required by the Deputy Chief of Naval Personnel or higher authority. So help you God."

FY-05 AVIATION DEPARTMENT HEAD BOARD OPPORTUNITY PLAN

COMMUNITY	REQUIREMENT	IN ZONE (SG96)	OPPORTUNITY	ABOVE ZONE(SG95)
MARITIME				
VP PILOT	26	44	59.1%	18
VP NFO	26	36	72.2%	18
VQ(P) PILOT	7	11	63.6%	4
VQ(P) NFO	7	12	58.3%	3
VQ(T) PILOT	5	7	71.4%	9
VQ(T) NFO	5	9	55.6%	3
TACAIR				
VFA PILOT	54	82	65.9%	20
VFA NFO	11	20	55.0%	4
VAW / VRC PLT	13	13	100.0%	0
VAW NFO	13	14	92.9%	0
VAQ PILOT	8	7	114.3%	3
VAQ NFO	18	29	62.1%	2
VS PILOT	ENQs	1	N/A	1
VS NFO	ENQs	2	N/A	0
ROTARY				
HSL	39	46	84.8%	2
HS	16	18	88.9%	2
HC*	27	28	96.4%	10
HM	8	8	100.0%	0
TOTALS	283	387	73.1%	99

*NOTE: ~4 HC DHs will slate to HS iso Rotary Master Plan